



MEMORANDUM

TO: Honorable Alex Penelas, Mayor
Honorable Chairperson Barbara Carey-Shuler, Ed.D.
and Members, Board of County Commissioners

DATE: June 22, 2004

FROM: George M. Burgess
County Manager

SUBJECT: Appointment of
Director for Miami-
Dade Corrections &
Rehabilitation

On May 28, 2004 I advised the Board of my intention to appoint a new outside candidate as Corrections and Rehabilitation Director. Since then much has been said and rumored about Mr. Tom Allison. The notion of a change agent has stirred the department and created much speculation and instability. I have had the opportunity to discuss this matter and my general observations with Board members. We have much common ground and concerns. We all want what is in the best interest of Miami-Dade County Corrections & Rehabilitation.

I also have had the opportunity to conduct more due diligence on this candidate based on information that surfaced subsequent to my recommendation. A circumstance I am not pleased about. While Mr. Allison is still in my view, a highly qualified, exceptional Corrections administrator, I do not believe he is the best choice at this time.

I mentioned in my May 22, 2004 memorandum that "consistent with my management philosophy and many recent appointments, I am not appointing a single director; I am appointing a management team. It was an easy decision choosing the two top candidates; the difficulty came in deciding between the number one slot versus the number two slot."

In order to move forward in the most productive manner possible, I am appointing Charles McRay to the position of Director. I have said all along that I have full faith and confidence in Charles, and I consider him a valuable member of the management team. By the same token, I thought that an infusion of change could energize the department and tap into its resources – our staff. Director McRay has a huge challenge and opportunity – to unite and lead this department to a higher level of service.

Mr. McRay has dedicated his career to serving Miami-Dade County in the Corrections & Rehabilitation Department, gaining experience in almost every area of the Department. Most recently, Mr. McRay served as the Deputy Director responsible for the management of all jail operations as well as administrative and support functions, including supervising the daily operations of six detention facilities and JMH/Ward D, Planning and Program Services, Public Affairs, Special Services, Accreditation and Support Services, and Administration and Finance. Mr. McRay holds a Bachelor's Degree of Science in Criminal Justice from Florida International University. Please join me in congratulating Charles and wishing him success in leading the Department.

Director McRay's first order of business is to build a management team with the diverse skill set to address the following mandate, which I also outlined in my May 28th charge memo:

- Reduce Overtime and Unscheduled Leave Usage
- Continue to work with the Public Health Trust on identifying cost saving measures related to staffing at Ward D
- Update and find ways to implement the Department's Infrastructure/Facility Improvements Master Plan
- Achieve the 40 year certification for the Training and Treatment Center
- Complete the Fire Safety System at the TGK and Training and Treatment Center
- Increase revenue to the Department through grant funding, cooperative agreements or County contracts
- Enhance technology, including radios for the safety of correctional officers
- Strengthen the Food Services MOU and look for other gain sharing opportunities within the department
- Work with the State Attorney's Office and Public Defenders Office on issues related to sentencing and reducing the inmate population and length of stay
- Expand training opportunities and alternatives
- Develop recruitment plans to attract a diverse workforce

I also expect revitalized management, increased morale and cohesion, and a diverse management team.

Please join me in congratulating Charles and extending our full support to him as he continues to lead the Corrections Department. Pursuant to the requirements of our Home Rule Charter (3.04B) this item will be placed on the June 22, 2004 for your concurrence.

Thank you for your support.

cc: Honorable Bennett Brummer, Public Defender
Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit
Honorable Katherine Fernandez-Rundle, State Attorney
Honorable Harvey Ruvin, Clerk, Circuit and County Courts
Robert A. Ginsburg, County Attorney
Marvin O'Quinn, President, Public Health Trust
Robert Meyers, Executive Director, Commission on Ethics and Public Trust
Christopher Mazzella, Inspector General
Assistant County Managers
Department Directors